

Strategic Plan

2012 to 2015



Message from the Mayor and City Council

On behalf of the Nanaimo City Council, I am pleased to introduce the 2012 to 2015 Strategic Plan for the City of Nanaimo.

This document is the result of an extensive community engagement process, **'Your Voice, Our Nanaimo'**, held from February to June 2012 throughout the City of Nanaimo with many different stakeholder groups and residents. Please see Attachment 2 for an overview of the process which facilitated the involvement of well over 500 participants in the various interviews, workshops over the 5 months along with 3,560 people to date on the Blog and more than 370 respondents with the on-line surveys.

This Plan restates our commitment to the four pillars of sustainability: social equity, environmental responsibility, economic health and cultural vitality. It also clearly identifies strategic priorities more directly aligned with traditional municipal functions.

We would like to thank everyone involved for their comments, suggestions and advice. Your feedback has helped create a customized guide for your local government investment over the next 3 to 5 years. City Council and municipal Staff will be available to the community to continue discussions as we implement the strategies/initiatives contained in this Strategic Plan.

The City of Nanaimo remains committed to working closely with our non-profit, private sector and institutional partners in the collective and cooperative effort to make Nanaimo one of the most desirable places to live, work, play and invest.

Mayor John Ruttan



Message from the City Manager

This Strategic Plan and the process that developed it has provided the City with an opportunity to more clearly define the business the municipal corporation is in, to clarify strategic intent, and to establish priorities for municipal investment.

It has also helped as Council and Staff engage colleagues, partners and other stakeholders in constructive debate about the kind of community and local government we want for Nanaimo - how we can work better, together.

The Strategic Plan provides Council and Staff with a common focus, priorities, outcomes and strategies to be pursued over the term of the plan. It establishes a commitment from the municipal corporation to its stakeholders – clarifying priorities and related expectations.

The City will develop budget alignment strategies and accountability mechanisms that ensure adequate resourcing and follow through with this Strategic Plan.

Every year, we will report on progress to the community through the annual report. Every year, we will review and update the strategies and initiatives identified in the Plan.

Al Kenning, City
Manager



Strategic planning
enables us to project a
hopeful and purposeful
future that preserves
the best of the
present, even while we
improve upon it and
edge or leap towards a
new plateau of
excellence.



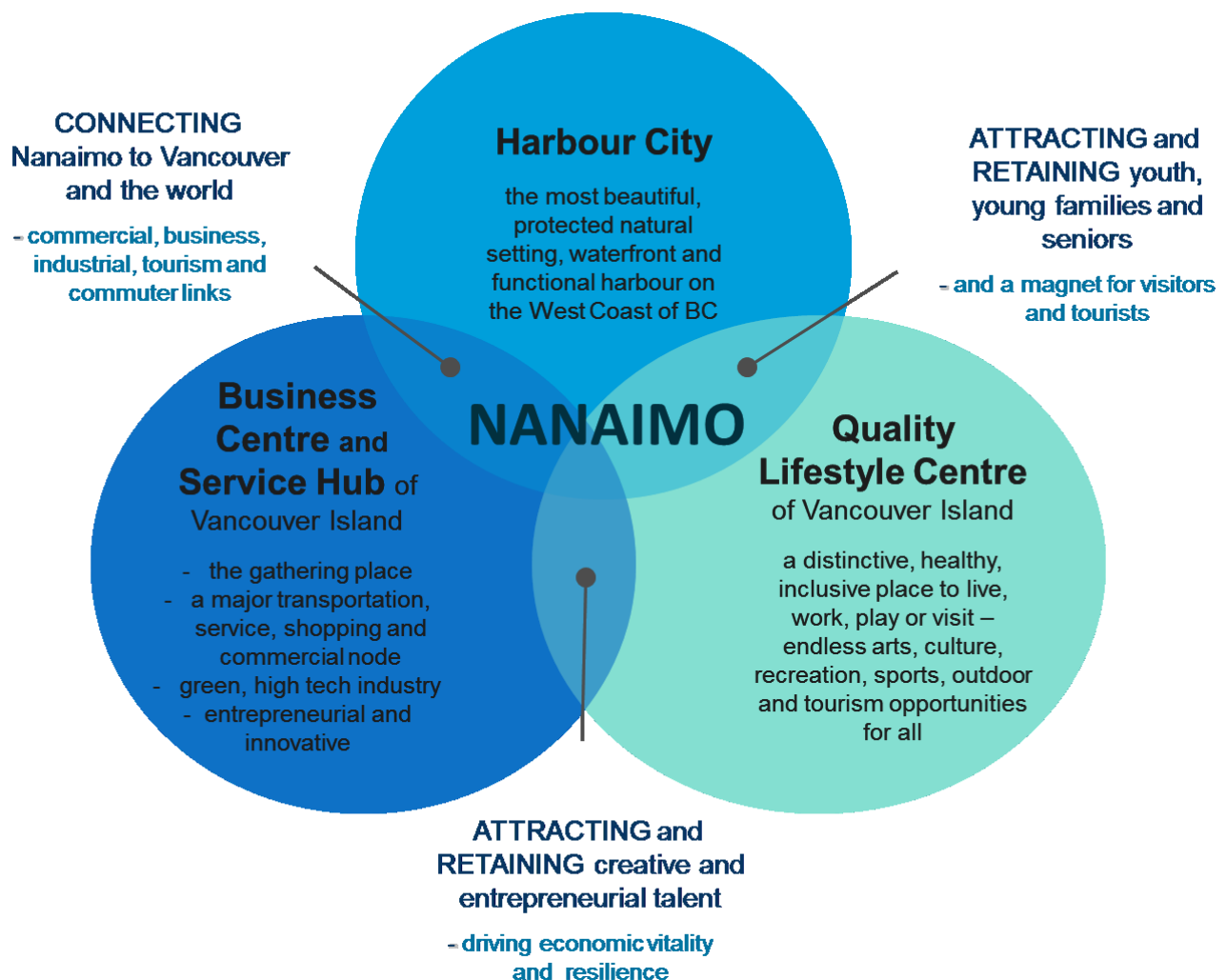
Contents

	Page
Introductory Messages	1
Vision	3
Mission, Values and Operating Philosophy	5
Ongoing Commitment to Sustainability	6
Strategic Priorities	7
• Asset Management	8
• Community Building Partnerships	9
• Taking Responsibility	11
• Transportation and Mobility	12
• Water	13
• Waterfront Enhancement	14
Implementation – the ongoing process	15
Attachment 1: Ongoing Commitments	16
• Social Equity	
• Environmental Responsibility	
• Economic Health	
• Cultural Vitality	
Attachment 2: Strategic Planning Process and Overview of Engagement	18

Vision – the future we will create together for the City of Nanaimo

During the strategic planning process, those who live and work in Nanaimo were asked to identify key elements of Nanaimo's potential – towards an overall community vision defining what the City would be known and respected for by 2025. The results are summarized in the vision statement and graphic below.

By 2025, the City of Nanaimo will proudly feature its harbour and inclusive quality lifestyle; excelling as both the business centre and transportation/service hub for Vancouver Island.



The above graphic elaborates on the vision elements and highlights how they link to one another. As each of the three elements strengthens through strategic intervention, they also become driving forces (through the links) that reinforce the overall vision and shape our future towards a progressive urban and cultural city.

Three additional complementary community visions also guide Council and Staff:

- The vision contained in planNANAIMO, the Official Community Plan
- The vision that drives the Social Development Strategy, and
- The vision identified in the Economic Development Strategy

While elements of these visions can speak to issues that are often well beyond the mandate of a municipal government, your local government understands its role as a partner with the community, institutions, businesses and other levels of governments and working together towards the preferred future defined by the statements.

<p style="text-align: center;">planNANAIMO</p> <p>Nanaimo will be a community that respects people. It will hold neighbourhoods as the building blocks of the city. Nanaimo will be safe and supportive for people of all ages and all income levels. It will be an attractive place to live with the historic downtown core forming the "heart" of the city. Change in the city will be based on the foundation of community participation.</p> <p>Nanaimo will be a community that respects and preserves the environment and one that is pedestrian friendly. It will be a city of social and economic opportunity that has a diverse economy and a wide range of social, recreational, cultural and artistic amenities and services.</p>	<p style="text-align: center;">Social Development Strategy Vision</p> <p>Nanaimo will be known as a community which nurtures a caring, healthy, inclusive and safe environment and which empowers and enables its citizens to realize their aspirations and hopes.</p> <p>It will also be known as a leader in addressing social issues through its commitment to capacity building and partnering.</p> <p style="text-align: center;">Economic Development Strategy Vision</p> <p style="text-align: center;">A desirable City to live, work and play. Invest and Stay.</p> <p>The Economic Development Strategy identifies five target industries. Council has added the emerging target of 'Arts and Culture' to the list:</p> <ul style="list-style-type: none"> • Warehouse/Distribution (Logistics and Distribution) • Professional, Scientific, Technology (Innovation) • Tourism • Arts & Culture • Business and Professional Services • Green Industries.
---	---

Focus – on our high level policies that guide our municipal work and investment

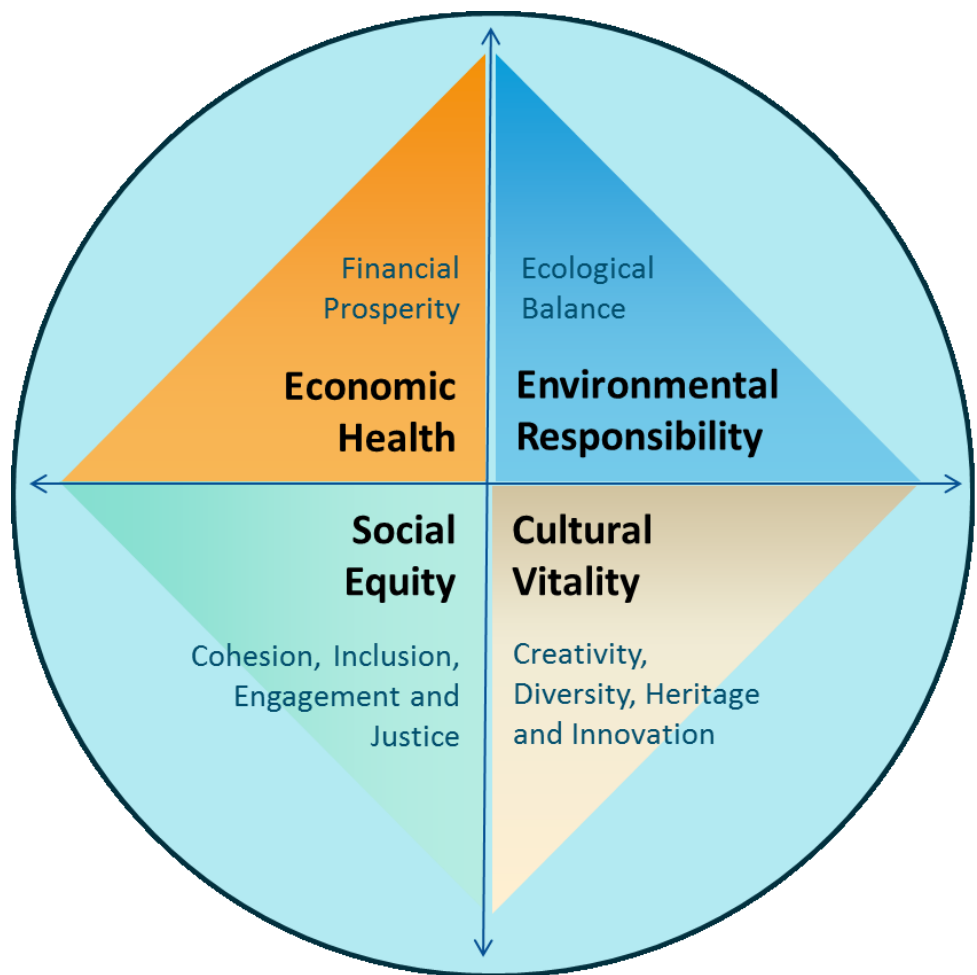
Mission (why we exist)	<p>Preserving and enhancing quality of life in Nanaimo through efficient, effective, affordable delivery and facilitation of municipal services.</p>
Services (what we do for Nanaimo)	<p>In pursuit of this mission, we strive to excel in the following service areas:</p> <ul style="list-style-type: none"> • Corporate Leadership and Support – senior management support for Council and leadership of employees, financial services, fleet services, HR, organizational and strategic planning, information technology, real estate, strategic relationships, legislative services, communications • Engineering and Public Works - engineering, transportation, water, sewer, drainage, waste management, recycling, street lighting, cemeteries • Parks, Recreation & Culture – parks, recreation and cultural programs, facilities, green spaces, trails • Planning and Development - bylaw enforcement, building inspection, social housing, heritage, community and current planning, economic development • Public Safety – police support, RCMP, fire and rescue, 911, emergency services
Values (that guide our behaviour)	<p>Accountability: We accept responsibility for our decisions, actions and overall performance.</p> <p>Collaboration: We work together and communicate, internally and externally, to achieve common goals.</p> <p>Integrity: We deal with others honestly, openly, directly - earning trust by doing what we say.</p> <p>Respect: We embrace diversity and treat everyone with courtesy, dignity, and fairness.</p> <p>Service: We take pride in adoption of best practices and continuously improving quality service with the resources available.</p>
Operating Philosophy (organizational goals and positioning statement defining how we want to perform and be seen by stakeholders)	<p>Council and staff taking responsibility to be an excellent municipal government for Nanaimo.</p> <p>We intend to be known and earn respect for:</p> <ul style="list-style-type: none"> • collaborative Council/Management leadership – visionary, strategic, progressive, transparent and focused on the public good • commitment to strong fiscal management, performance accountability, sustainable, affordable municipal operations that provide effective stewardship of all municipal assets • policy based, outcome-driven governance – monitoring, measuring, reporting results • service excellence – innovative, highly professional civil service, continually improving • positive relationships, community engagement and participatory democracy based on effective consultation and open communications • strong partnerships and strategic alliances – leveraging capacity to make a difference • our ability to facilitate change and development which is consistent with vision and plans – we will be a catalyst for investment in Nanaimo’s future.

Ongoing Commitment to Sustainability

City of Nanaimo local government priorities fall into three distinct, complementary categories:

- Maintaining and enhancing excellence in each of the City's service areas (page 5)
- Moving forward on planNANAIMO goals, with particular emphasis on those areas that deliver on our vision and were strongly endorsed by the public during the Strategic Planning Your Voice, Our Nanaimo process,
- Acting aggressively on a select few strategic priorities that follow and require increased attention and investment over the next three years of the current Council's mandate and beyond.

During the strategic planning process, Council reviewed and endorsed the following municipal commitment to the four pillars of sustainability and the goal of balancing social, environmental, economic and cultural perspectives as Nanaimo is enhanced for the generations to follow. These 4 pillars or focus areas will guide ongoing municipal commitments and decisions for years to come.



Attachment 1 provides a table that contains evidence of the **current policy commitments and current action plans with each of the four pillars**. This summary shows existing goals, policies and strategies and provides an overview of related initiatives and projects being

implemented in each of the four sustainable pillar categories from 2010 to 2015. This ongoing work and these commitments contribute to the City's mission, vision, values as well as these six strategic priorities guiding the City of Nanaimo for the next 3 to 5 years. The City's annual report will include information on outcomes and performance measures of results that outline the status quo and progress made towards these goals and priorities.

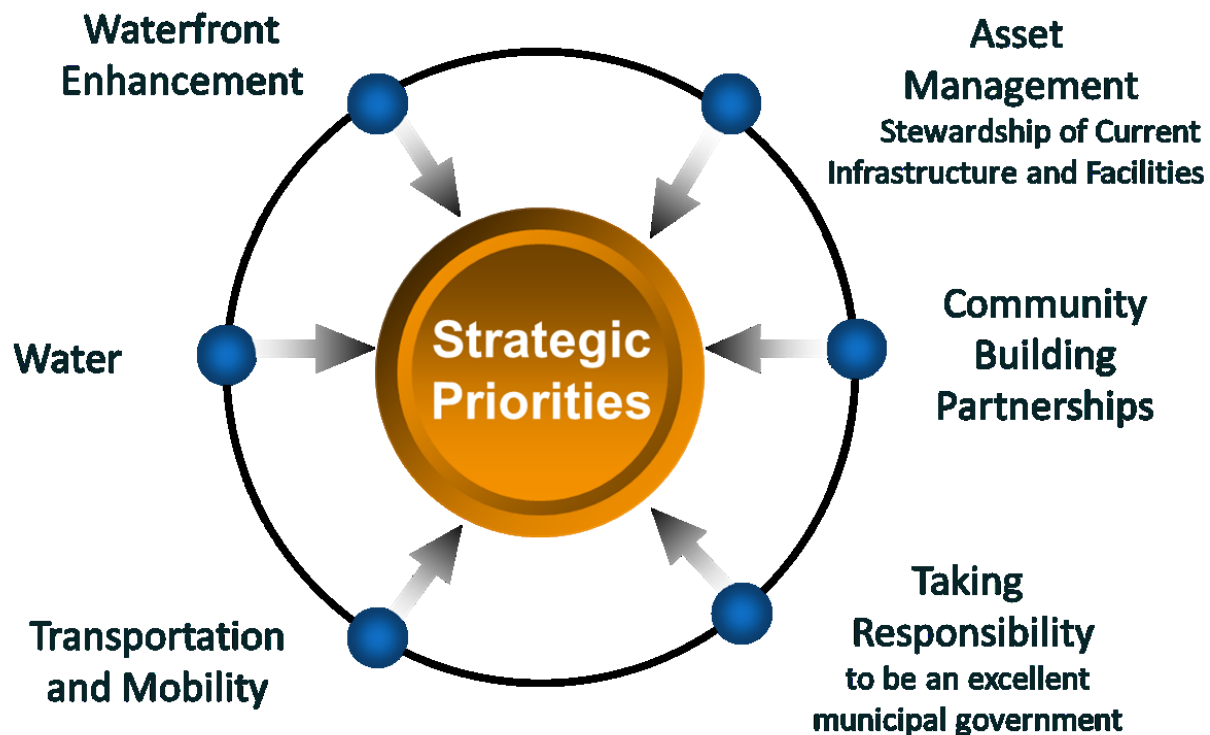
implemented in each of the four sustainable pillar categories from 2010 to 2015. This ongoing work and these commitments contribute to the City's mission, vision, values as well as these six strategic priorities guiding the City of Nanaimo for the next 3 to 5 years. The City's annual report will include information on outcomes and performance measures of results that outline the status quo and progress made towards these goals and priorities.

Strategic Priorities – 2012 to 2015

While the Vision stretches to 2025, shorter term priorities must be set along the way. The following strategic priorities have been identified as areas needing special attention over the next 3 to 5 years. They have been carefully chosen within the context of limited resources and ongoing economic challenges, recognizing the high costs anticipated to address water supply, asset management, and transportation/mobility requirements. These costs severely restrict the City's ability to entertain major investment in other areas over the period of this Strategic Plan.

Strategic Priorities

The critical few areas that need attention and focus in the next few years – over and above the flow of important, ongoing work done in each department.



The six Strategic Priorities are all important and are listed in alphabetical order; there is no ranked priority to this list of six selected by City Council.

Given the significance of these priorities, it is anticipated that they will endure through the 3-5 year term of this Strategic Plan. The strategies and initiatives for each priority will be reviewed on an annual basis with the intent of updating them based on progress, experience and learnings from the previous year.

Strategic Priority: Asset Management – Stewardship of Current Infrastructure and Facilities

The City of Nanaimo has \$1.9 billion in assets (water, sanitary sewer, drainage, sanitation/recycling, transportation, fleet, facilities, land improvements/parks, information technology). While these assets are relatively new compared to other Canadian cities, as they age they will burden the City's financial capability. Millions of dollars will be required annually to properly steward these assets (estimates to be accurately determined through the strategies identified below). These costs will grow over time as additional infrastructure and facilities are added in response to urban growth and demand.

Initial programs are in place to address issues; more must be done:

- the City's full cost rate policy for water supply and sewage collection does not yet fully fund both asset management and system upgrade requirements
- reserve funds have been established for water and sewer requirements (requiring additional investment)
- 20% of fees collected for recreation and parks is allocated to a dedicated reserve fund
- internal charges for fleet and IT include contribution to reserves for replacements
- 5-year capital budgets are developed for infrastructure replacement and growth.

In 2008, the Public Sector Accounting Board recommended changes to the reporting requirements for 'tangible capital assets' for local governments for implementation by 2010. These requirements were intended to assist local government in adopting full cost accounting policies and to make full disclosure of the true cost of managing and stewarding municipal operations.

Asset Management – Definition

Asset Management is an integrated approach involving planning, finance, engineering and operations to effectively manage existing and new assets. The intent is to maximize benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable manner.

Outcomes Desired:

Optimized infrastructure and facility life.

Capital financial plans and reserves are in place to adequately fund major maintenance and planned lifecycle replacement costs.

Service disruption is minimized.

Risk to public health and property is minimized.

Potential Strategies and/or Initiatives:

- Develop an Asset Management Policy that defines level of service, risk tolerance, and long term funding strategies.
- Educate public about the importance of responsible, funded asset stewardship.
- Develop a comprehensive corporate Asset Management Plan: inventory, valuations, condition assessments, risk assessments/management, maintenance and replacement schedules and up to date estimates of annualized replacement costs:
 - refine current estimates for water, sewer, drainage, sanitation, transportation, fleet
 - develop asset management plans for City facilities and IT
 - prepare a Long Range Financial Planning Model for submission to Council in fall 2012 as part of the budget process (considering all funding options).
- Include consideration of the City portion of RDN asset growth plans related to sewage treatment, solid waste management and transit
- Ensure that the financial plan term (# years) is sufficient to encompass the major growth/expansion periods in Nanaimo's history – to address spikes in infrastructure and facility development that inevitably lead to spikes in replacement costs.
- Develop sustainable funding strategies that anticipate increasing regulatory standards (and replacement cost) related to public and environmental health.
- Plan for and fund major maintenance and replacement costs for new infrastructure and facility projects
- Increase annual contributions to designated reserve funds to cover capital costs, smooth budget spikes and equitably distribute full costs to each user generation.

Strategic Priority: Community Building Partnerships

The concept of doing more and leveraging capacity through partnerships and alliances was suggested throughout the public input sessions. The suggestions mirror similar recommendations in planNANAIMO, the NEDC Economic Development Strategy, Successful Cities and Your Voice, Our Nanaimo input. Alliances or partnerships are particularly useful when several organizations value and share similar outcomes, share constituents, and know that collaboration can bring synergy and enhanced impact. From the municipal government perspective, alliances are essential when issues or challenges raised by the public extend far beyond traditional local government mandates. The focus in this strategic priority is on building action partnerships around complex issues that demand a cooperative and coordinated response from several levels of government, the business community, the non-profit sector, Snuneymuxw First Nations, VIU and other related institutions.

Outcomes Desired:

A Socially Diverse and Sustainable City that nurtures a caring, inclusive, safe environment; provides the basics required for life with dignity and empowers all of its citizens to realize their aspirations.

A Healthy Community that together and systematically addresses negative determinants and barriers to health and encourages healthy, active lifestyles.

Nanaimo will be recognized as one of BC's most Successful Cities by 2025.

A strong, vital non-profit 'community benefit' sector will flourish in Nanaimo.

Potential Strategies and/or Initiatives:

- The City will support and facilitate the development of an inclusive **Nanaimo Social and Health Network** (working title only) – a commitment to an multi-sectoral action network of public, private and non-profit organizations focused on prevention and early intervention related to social and health challenges in Nanaimo and the Snuneymuxw First Nation community. The municipal commitment will focus on the formative process acting as catalyst and facilitator leading up to the first forum of interested organizations; any ongoing roles and responsibilities will be defined and recommended by the inter-agency network itself. The formative process will clarify mandate, participation, leadership approach, structure, name, guiding principles and priorities. An exploratory meeting of interested organizations scheduled as part of the current strategic planning process (Your Voice, Our Nanaimo) identified the following principles for further review:
 - the network would focus on root causes behind issues and known determinants of social and health success
 - the network ideally should be structured as a group of decision makers with the ability to make tangible commitments to collaborative action
 - initial steps could involve an update of the 2004 Social Development Strategy and identification of more specific, actionable priorities within that strategic context
 - role clarification with the current Social Planning Advisory Committee in relationship to the proposed Network will be required (all options to be considered)
 - the action network will be outcome or results driven
 - a community profile and inventory of current services will provide the foundation for planning and decision making
 - the network will be connected to the public, non-profit and private systems that influence health determinants
 - the network will focus on synergistic initiatives that cannot be developed or delivered by existing agencies on their own.

This strategy acknowledges the significance of health and social services to Nanaimo citizens (delivered by public, private and non-profit organizations) – both as employment generators and to our collective responsibility to help each citizen optimize their contribution to society. The strategies can also recognize the future social capital and wisdom of investing in our children in our communities.

Table continued on next page

Community Building Partnerships
(continued)

- **Successful City Initiative** of the Greater Nanaimo Chamber of Commerce - The City of Nanaimo commits to continue to collaborate with organizations and groups to explore how the City can become one of British Columbia's most successful cities. The Successful Cities initiative is an ongoing process with the next update planned via a fall workshop. The municipality will be a participant in this ongoing process and will collaborate with the Chamber to evaluate, and where appropriate, monitor existing and future actions.

The 12 elements that define successful cities include: connectivity, culture of collaboration, culture of innovation, distinctiveness, entrepreneurial governance, master planning and community design, quality education, quality of life, livability, social conscience, sustainability and vibrant economy.

Successful Cities

Successful Cities are vibrant, convivial, urban settings that continue to adapt to changing circumstances by incorporating and promoting balanced cultural, economic, environmental, and social visions and related actions that value community well-being as a whole and a high quality of life for their citizens.

- Review and clearly define the municipal role in the facilitation and maintenance of a vibrant, non-profit or 'community benefit' sector in Nanaimo. This review to include:
 - recognition of the significant contribution the non-profit sector makes to Nanaimo's economy and overall well-being
 - the ability of volunteer based organizations to deliver outcomes inherent in the City vision and municipal priorities
 - capacity building challenges facing the non-profit sector in a tight economy and age of public sector restraint
 - description of the appropriate balance between direct service provision and facilitation/community development approaches to the delivery of municipal services.



Strategic Priority: Taking Responsibility

Throughout the Your Voice, Our Nanaimo process, stakeholders have defined the characteristics of an excellent local government and identified current performance areas that need improvement. While much has been done over the past two years under the strategic guidance of 'Building Trust', challenges remain. Council has developed an inspiring Operating Philosophy statement that also serves as an organizational vision and positioning statement. Council and Staff together are taking responsibility to be/become an excellent municipal government for Nanaimo.

Outcomes Desired:

A good public rating of the City's performance when measured against the elements summarized in the Operational Philosophy on page 4 of this Strategic Plan.

Potential Strategies and/or Initiatives:

- Commission an external **Governance Policy, Structure and Processes Review and Audit** with a follow-up development program towards enhanced governance and leadership that is collaborative, visionary/progressive, strategic, policy based and outcome driven. The review will include role clarification for Council, Committees/Commissions, Staff and policies for in-camera meetings.
- Establish a coordinated and consistent **Current Service Summary** across all departments to be updated annually in conjunction with annual budget requests for each service - providing a description, mandate, current investment (\$, FTE), level of service, performance indicators, risk factors and highlights of related issues.
- Continue development of the **Balanced Scorecard** monitoring of qualitative and quantitative indicators related to civic responsibilities and the strategic priorities identified in this plan. The fundamentals of the Balanced Scorecard approach will be reviewed and updated by Council to include measureable outputs and process for implementing the performance measurement system within the City as well as accountability guidelines, timelines and regular reporting of results to the community.
- Develop a comprehensive **Communications Policy and Strategy** that is transparent, respectful and uses two-way communication to facilitate strong internal and external communications. It will also include guidelines for effective stakeholder consultation.
- Explore options for 'Town Hall Council Meetings'.
- Adoption of a **Public Service Excellence Program** to guide, support and further develop an innovative, highly professional, continually improving civil service committed to adoption of best practices. The development process for this program will include feedback from Council, Staff, Committees, Commissions and community expertise as applicable.
- Continue to **facilitate change and overall development** consistent with vision and plans; take action steps to be a catalyst for investment in the City's future.



Strategic Priority: Transportation and Mobility

The City is committed to comprehensive transportation/mobility planning and management that furthers planNANAIMO goals related to mobility options, reduced dependency on the car, and integration of land use and mobility planning. The City also accepts the visionary challenge of positioning Nanaimo as the transportation and service hub for Vancouver Island and is willing to work with partners to enhance external bus, rail, ferry, air connections to Vancouver, Victoria and the world.

Outcomes Desired:

An integrated, coordinated network linking in-city and intercity public transportation options.

Reduced dependency on the car – measured through reduction of trips and average km per household.

Increased utilization of public transit (overall, % of trips).

Increased shift and viability of active transportation options (pedestrian, cycling, disability travel) through improved infrastructure, increased density and node development.

Reduce long term infrastructure costs using greater infill development.

A city that effectively responds to the accessibility and mobility needs of those who do not own a car - e.g. teens, older seniors, people with disabilities, low income groups, visitors (ferry, air and cruise ship) and those making an environmental statement.

Reduced GHG emissions with transportation system.

Economic growth in part due to enhanced transportation connections to Victoria, Vancouver and the world.

A sustainable transportation system that addresses duplication, growth, GHG, public health, and asset management challenges.

Potential Strategies and/or Initiatives:

- Complete comprehensive Sustainable Transportation Master Plan to identify and address internal transportation priorities and ensure effective connections with external, inter-city transportation services: ensure collaborative process including a pedestrian plan, bicycle plan, transit plan, major and local road planning, parking plan, integration of land use/transportation, travel demand management, goods movement/heavy vehicles, links to bus, ferry, rail and air services. Revisit/revise Strategic Plan upon completion of Transportation Plan.
- Work with RDN, NEDC, Chamber of Commerce, Nanaimo Port Authority, BC Ferries, BC Transit, Airport Authority, Island Corridor Foundation, advocates for and support improvement of external connections: inter-city bus, ferries, fast foot ferry to downtown Vancouver, float planes, enhanced air connections
- Develop agreements and processes to coordinate the transportation planning initiatives of all major transportation providers. Vary DCC rates to better reflect cost to service different parts of City and encourage development within currently serviced areas to reduce infrastructure costs.
- Work with RDN on downtown transit exchange options that support overall outcomes, enhance waterfront connections, link to inter-city public transit options, and support downtown development.
- Work closely with the RDN during the update of the Nanaimo Regional Transit Business Plan with the intent of enhancing the viability of public transit as an alternative to car utilization, particularly for students and seniors – through increasing the frequency of service and expanding E/W links to N/S routes. Evaluate the pros/cons of increasing investment in ‘bus’ services through the City’s Sustainable Transportation Master Plan process.
- Work with cycling groups through the ‘Bicycle Plan’ component of the Sustainable Transportation Master Plan to improve safety, expand and link safe cycling lanes (on road), improve access to trail routes (non-road), and enhance safety education for cyclists and scooter users.
- Work with the trucking industry, bus lines and emergency vehicle operators to ensure that their needs are met – through the ‘Goods Movement/Heavy Vehicle’ component of the Sustainable Transportation Master Plan.
- Work with the Island Corridor Foundation to increase the viability of the E&N Rail line as a commuter service, for goods movement and as a tourist attraction. Explore options for use of the rail line for in-City transportation (e.g. parallel trail, N/S shuttle).
- Continue efforts to integrate land use and mobility planning through planNANAIMO processes (Official Community Plan) – moving travel origins and destinations closer together, increasing public transit viability through increase density/identified high density zones, improved transportation infrastructure.

Strategic Priority: Water

The City of Nanaimo has an overall Water Supply Strategic Plan (2007), a Water Conservation Strategy (2008) and commitments through Community to Community Water Agreements. Forecasts indicate that water supply will be inadequate by 2020 and two options are under active investigation to address this challenge. A new Water Treatment Plant is also required under the VIHA operating permit, including a new enclosed reservoir to replace existing Reservoir No. 1. Water supply is the City's number 1 priority and challenge. Response to this supply challenge will be integrated with commitments to water conservation. Water supply capital requirements are projected to reach \$146.7 million by 2020 to be addressed through water rates, increasing to \$220 million by 2032. Capital investment to 2020 includes a total of just over \$76 million for the South Fork Water Treatment Plant and reservoir upgrade.

Outcomes Desired:

A flourishing 'Water Culture' in Nanaimo – including a 'Blue Community Designation' and an understanding of the importance and value of water, and creating an environment of sustainable water use in Nanaimo.

Secure water supply in place to meet anticipated demand by 2020 – a safe and sustainable water supply.

Cost effective water delivery.

Reduction in per capita water consumption by 10% per decade.



Potential Strategies and/or Initiatives:

- Confirmation of preferred water supply option by year end of 2013 with detailed plans, designs, agreements in place by 2015 year end.
- As a Blue Community, implement initiatives and opportunities to promote publicly financed, owned, operated water and wastewater services; Staff will promote using public tap water in Parks, Recreation and Culture facilities.
- City will model sustainable water practices throughout all operations.
- Water decisions will be based on a systems approach considering atmospheric, surface and ground water resources.
- Continued commitment to full-cost water pricing so that capital requirements can be met through water rates.
- Enhance water billing information to encourage awareness and wise use of water.
- Develop Water Supply Forecasting Model to optimize decision making and supply-side management in the Nanaimo Watershed – including consideration of climate change models in supply forecasts.
- Act on Water Audit recommendations – study completed in 2012
- Update of 2008 Water Conservation Strategy to:
 - develop aggressive and credible water conservation goals/targets
 - integrate new technologies and best practices
 - further promote adoption of water efficient practices
 - strengthen commitment to application of Integrated Building Water Management systems in new residential, industrial and commercial construction (including rain water catchment, grey water recycling, and smart irrigation technology).
 - encourage water audits for large residential, mall, commercial and industrial developments
 - encourage the application of modern irrigation technologies in all new developments and in municipal operations.
- Continued and strengthened partnerships with RDN and Team WaterSmart with emphasis on public education, water conservation programs/initiatives, and water smart behaviour change.
- Continue to work with industry, landowners, Snuneymuxw First Nations, Province, RDN to protect water supply, watershed, ensure quality water treatment and comprehensive management practices.

Strategic Priority: Waterfront Enhancement

Nanaimo values its waterfront from four perspectives: the iconic distinctiveness it brings to the City, public enjoyment, maritime employment, and habitat protection. The collective commitment can be found in planNANAIMO (7 waterfront objectives), the Nanaimo Harbour Master Plan, the Downtown Plan, the Parks Recreation and Culture Plan, and the Nanaimo Estuary Management Plan. These plans include the long term goal of building an uninterrupted waterfront trail from Departure Bay Beach to the Nanaimo River Estuary. Over the past decades, successive Councils have all made their contribution to waterfront enhancement; the current Council is committed to doing its share with this priority initiative.

Outcomes Desired:

Enhanced public access and use

A continuous, uninterrupted and accessible waterfront trail/connection from Departure Bay Beach to Nanaimo River Estuary

A working waterfront that supports business, marine industries, transportation connectivity, entertainment and tourism

Protected view corridors to the waterfront

Protected and enhanced marine habitat

“Waterfront is crucial to Nanaimo’s future”

“Nanaimo’s amazing waterfront is world-renowned. The area is, bar none, the best geographical feature of this beautiful city. As such, its importance cannot be underestimated.”

Nanaimo Daily News Editorial

Potential Strategies and/or Initiatives:

- Create a ‘Waterfront Interdepartmental Staff Team’ (WIST) mandated to build partnerships, identify and act on opportunities to build the uninterrupted waterfront trail and other priority outcomes. Recognizing the complex ownership and jurisdictional challenges along the waterfront, the Team would work closely with the Nanaimo Port Authority, Province, DFO, Snuneymuxw First Nations, DNBIA, BC Ferries, Canadian Pacific Railways, fee-simple waterfront property owners and neighbourhood associations. The Team will initially develop ‘go forward’ principles and strategies that recognize the four pillars of sustainability and the importance of public private partnerships in the new economic reality.
- Develop short/long term strategies to direct completion of Waterfront Trail connections north from Departure Bay Ferry Terminal to Hammond Bay Road.
- Challenge and support this Team (WIST) to work together to capitalize on and leverage the redevelopment activity in the south end of downtown – ultimately ensuring trail/pathway links connecting VI Conference Centre, Port Theatre, the redeveloped Port Place, McGregor Park, the Gabriola Ferry, a potential multi-modal public transit hub, and the new Cruise Ship Terminal.
- Update Maffeo Sutton Park Improvement Plan
- In conjunction with stakeholders, complete Waterfront Trail connections from Yacht Club to BC Ferries with emphasis on amenity partnerships with owners and developers as opportunities arise – including interim connections.
- Assess and address concerns related to aging infrastructure at Georgia Park.
- Work with Snuneymuxw First Nations and BC Parks to explore options for improving access to Newcastle Island with priority consideration to be given to marine access to the Island at the north end of Newcastle Channel to encourage a walkway loop from Downtown, along the length of the Island, with ferry return from the south end.
- Identify options (interim and long term) to better connect the Waterfront Trail with the Millstone River Trail. Initial emphasis to be on wayfinding and signage.
- Upgrade and improve existing Departure Bay section of the Waterfront Trail from Kin Hut to Hammond Bay Road.
- Continue to increase seasonal recreational and tourist appeal of the waterfront through events, entertainment, food services, vendors, public art.

Implementation



This Strategic Plan will provide the foundation and framework for:

- budget development over the next term of the plan – guiding allocation of scarce resources to the priorities and strategies identified resulting with integration of the Strategic Plan with the City Financial Plan
- the updating of municipal operational plans, particularly those relating to strategic priorities
 - Asset Management Plan
 - Water Conservation Strategy
 - Comprehensive Sustainable Transportation Master Plan
 - Waterfront Development Plans
 - Internal Organizational Development strategies.
- Discussions with the RDN in areas of common interest, particularly transportation and water conservation.

Monitoring and Measurement - Each municipal department will also be asked to find ways of contributing to the overall strategic priorities as they develop their own more specific and detailed annual operational/business plans. Follow up action plans will include clear expectations of outcomes, related indicators, timelines and costs related to commitments and priorities.

The strategies and initiatives for each priority will be reviewed with the intent of updating them based on progress, experience and learnings from the previous year. All strategies or initiatives that have been rejected for funding by Council decisions will be removed from the Plan or clearly marked as deferred and new ones added as appropriate. Strategic priorities and related outcomes may remain unchanged through the 3-5 years before a major renewal of the overall Plan is required; however, regular updates will occur with the specific strategies/initiatives.

Citizens will be notified of this update report of progress against the strategic priorities identified in this Plan; these updates on success with implementation will be included in the Annual Report to the Community each year.

The creation of this Plan comes from extensive community input (see Attachment 2 for process overview) and delivery of this plan will be done through consistent effort focused on addressing the goals and initiatives outlined herein. Please check for opportunities and the latest version on the City website: <http://www.nanaimo.ca>

Comments and suggestions for improvement are always welcome. Send to: City of Nanaimo - c/o of Director, Human Resources and Organizational Planning or

YourVoiceOurNanaimo@nanaimo.ca



Attachment 1: **4 Sustainability Pillars - Ongoing Commitments to Policy, Goals, Action Plans**

Pillar and Policy Commitment	Initiatives/Actions (2010-2015)
<p>Social Equity</p> <p>Overall Goal: Encourage social enrichment (goal 3, planNANAIMO)</p> <p>Policies/Strategies:</p> <ul style="list-style-type: none"> • Social Development Strategy • Nanaimo's Community Plan to Reduce Homelessness • Housing First Action Plan 	<ul style="list-style-type: none"> • Ongoing work of the Social Planning Advisory Committee • Partnerships with the Province, RDN and Government of Canada to help facilitate provision of affordable housing, capacity building to substantially end homelessness • Wesley Street Project – the first City-owned site for supported housing under an MOU with BC Housing • Support ongoing work of Safer Nanaimo related to crime reduction, community safety and downtown initiatives • Community Service Grant Program • Social Development Grant Program • Social Development Award Program • Develop a food system strategy to establish policies to guide implementation of a food program, including an ongoing inventory of available programs and community organizations involved with food production/distribution • Ongoing efforts to focus Parks, Recreation and Culture programs on social and health issues (e.g. Grade 5/6 Active Pass, Healthamongus, LEAP pass) • Partnership with RCMP on crime reduction, youth, traffic and downtown safety • Commitment to Community Policing, Victim Services, and Restorative Justice • Support for initial development of a Nanaimo Social and Health Network (working title) including update of Social Development Strategy
<p>Environmental Responsibility</p> <p>Overall Goals: Protect/enhance environment (Goal 5, planNANAIMO) Build a more sustainable community (Goal 2, planNANAIMO)</p> <p>Policies/Strategies:</p> <ul style="list-style-type: none"> • Corporate Climate Change Plan • Sustainable Energy Management Plan • Urban Forest Management Strategy • Water Conservation Plan 	<ul style="list-style-type: none"> • Support ongoing work of the Advisory Committee on Environmental Sustainability • Support RDN Strategic Plan commitments to i) Watershed Health, and ii) Climate and Energy • Support RDN Growth Management Plan commitments to i) Preparation for Climate Change, ii) Reduction of Energy Consumption, and iii) Protect the Environment • Update Transportation Master Plan with strengthened commitments to reducing auto dependency and optimize use of the railway – investing in infrastructure for alternate modes, coordinated land use and mobility planning • Update Water Conservation Strategy (2008) • Water Audit (2012) • Conduct Tree Inventory (2012) – new Tree Protection Bylaw under development • Focus park land and green space acquisition on natural areas, consistent with Parks Plan (i.e. recent purchases at Neck Point, Joan Point, East Wellington Park) • Energy upgrades to public buildings (Nanaimo Ice Centre, Nanaimo Aquatic Centre, Frank Crane, Beban, Port Theatre, Cliff McNabb) and parks (Maffeo Sutton and Bowen) • Fleet planning and purchases favouring electric vehicles, bio-diesel use and vehicle downsizing when appropriate • Promotion of electric vehicle infrastructure • Adopt and implement Sustainability Action Plan • Complete Community Wildfire Protection Plan

Pillar and Policy Commitment	Initiatives/Actions (2010-2015)
<p>Economic Health</p> <p>Overall Goal: Promote a thriving economy (Goal 4, planNANAIMO)</p>	<ul style="list-style-type: none"> • Support commitments to Economic Resiliency in RDN Strategic Plan and Regional Growth Strategy • Creation and funding of the Nanaimo Economic Development Corporation • Support for NEDC Economic Development Strategy (2011) • Establishment of Progress Nanaimo to develop and monitor economic indicators/benchmarks • Negotiated RDN participation in economic development (2012) • Support for Nanaimo Downtown Plan • Completion of Vancouver Island Conference Centre and incentives to conference hotel development • Hotel Revitalization Tax Exemption • Industrial Tax Shift (2009-2013) • Support for fast foot ferry service to Vancouver • 2012 initiative to accelerate continuous improvement of development processing and the work of Development Process Review Committee • Develop internal educational/development programs for working with the business community • Sport Tourism Strategy • Update to Maffeo Sutton Park for festivals and events • Engagement in Successful City Initiative led by the Chamber of Commerce
<p>Cultural Vitality</p> <p>Overall Goal: Ensure that Nanaimo will have a strong and vibrant culture which evolves with a coordinated and collaborative effort leading to greater popularity as a place to visit, live, work and play. (Nanaimo Cultural Strategy2008)</p> <p>Policies/Strategies:</p> <ul style="list-style-type: none"> • Cultural Strategy • Parks, Recreation and Culture Master Plan • Heritage Action Plan 	<ul style="list-style-type: none"> • Promotion of a broad concept of culture encompassing creativity/innovation, arts, heritage, ethnicity, sport, recreation and leisure lifestyles • Ongoing investment in Nanaimo culture guided by Parks, Recreation and Culture Master Plan; the Cultural Strategy; and the Cultural Committee of the PR&C Commission – through Cultural Grants • Expanded arts and cultural programming through PR&C • Ongoing investment in public art guided by the Community Plan for Public Art – temporary art program • Continued support to maintain the downtown core as an Arts District • Nanaimo Centre Stage upgrades and opening • Collaborative efforts to maintain national designation as a Cultural Capital of Canada • Continue to administer the City’s Heritage Conservation Program guided by the Heritage Action Plan • Update Downtown Heritage Building Design Guidelines • Complete City-wide Archaeological Overview Assessment

Attachment 2: **Strategic Planning Process and Engagement**

This Strategic Plan would not have been possible without the assistance and input of many people:

- The community members who participated in the development of the plan between early February and end of June, either through workshops, interviews, surveys, or comments on the Strategic Planning Blog. Over 500 people participated in the workshops and interviews; approximately 370 responded to the online surveys, and there were over 3,560 hits on the Blog.
- The expert teams (almost 100 people) that were assembled to add value, refine outcomes and develop specific strategies and initiatives for each strategic priority
- The community supporters who promoted community workshop participation, including:
 - Greater Nanaimo Chamber of Commerce
 - Young Professionals of Nanaimo
 - Vancouver Island University
 - Kim Smythe, Westcoast Communications & Events
- The many City of Nanaimo employees who were involved in interviews and the staff workshop, and those who provided administrative and/or facilitation support at public workshops.
- The Mayor and City Council Members who attended community workshops to listen to the public, participated in 2-1/2 days of Council strategic planning workshops, and who made thoughtful decisions on the strategic plan content after reflecting on the community input; also, the Senior Leadership Team members who provided support to City Council throughout the process.

City Council Members

His Worship Mayor J. R. Ruttan

Councillor G. Anderson

Councillor W. L. Bestwick

Councillor M. D. Brennan

Councillor G. E. Greves

Councillor D. K. Johnstone

Councillor J. A. Kipp

Councillor W. B. McKay

Councillor J. F. K. Pattje

Senior Leadership Team Members

Al Kenning, City Manager

Douglas Holmes, Assistant City Manager/GM, Corporate Services

Ted Swabey, GM, Community Safety & Development

Tom Hickey, GM, Community Services

Terry Hartley, Director, HR & Organizational Planning

- The members of the **Strategic Planning Steering Committee** who provided leadership and guidance during the development of the strategic plan: Jim Kipp (Chair), Diana Johnstone & Ted Greves.
- The strategic planning consultants, Ken Balmer & Brenda Clarke of RETHINK (West) Inc. who provided the strategic planning process, documentation and facilitation; and also the City Staff members who worked closely with the consultants to help make the project successful: Terry Hartley, Project Manager, Melanie Lefurgey, Project Assistant.

We want to **THANK everyone involved in this process** for their excellent foresight, ideas, critique of three drafts and active engagement through workbooks, interviews, small group discussions and the final community Forum. These participants were the guiding lights and helped to create and shape this Strategic Plan.

The Strategic Planning process took place over the five month period from the beginning of February to June, 2012.

